

Media Group Strategy to Change the Mindset of Multitasking Ability in the Era of Media Convergence: Case Studies in Medcom.id, Metro TV, and Media Indonesia

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Abstract— *The digital revolution has yielded the growth of multitasking media into the demands of the multitasking journalist profession as a convergence journalist who works on the delivery of multiskill information on the use of technology and writing news according to journalism principles. The purpose of this research is to find out Media Group's management strategy in preparing and enhancing its journalists competency to work in accordance with the convergence system and the way Media Group management overcomes obstacles in the newsroom. This study uses descriptive qualitative research with case study method. The results of the study revealed that Media Group placed Medcom.Id as its leader. Convergency constraints in Media Group lies in its organizational structure and how they change the mindset of journalists to be able to accept and adjust to new technology. This convergence system is supervised by the Editorial Board as a unit that spawn and supervise editorial policy. Consequently, this brings impacts to managerial level. It is required, from the beginning of the journalist recruitment process, to establish an agreement of mutliplatform journalist, multiplatform producer, multi-management platform, and to make a multilevel assesement format. Keywords: media strategy, media convergence, mindset innovation.*

Keywords: *Digital Technology, Media Convergence, Website, Television, Newspaper, Brand Awareness*

I. INTRODUCTION

The media industry is characterized by several phases of the development of the journalist profession ranging from conventional journalism, journalism to new media or digital media and media convergence (collaboration between conventional and digital media). There is a clear difference of they way they work between the conventional journalists and today's journalists. However, in 1998 almost all journalists had a cellular phone used to report news.

Entering the year of 2000, other private television media began to emerge, offering themselves as news-only television, popular entertainment television that featured entertainment shows, culinary programs or traveling. In this era, the cyber world or online media also emerged, providing a variety of interesting news and advertising offers through social media. The emersion of various types of media that provided convenience for people to obtain information both

news and knowledge, awakened the journalists to adapt to the progress of the times accompanied by technological sophistication.

Related to the short experience described by the researchers, it is common for those who are afraid of innovation even though it is still around the scope of their work. The factor of concern to the presence of innovations still haunts those who may think that they are in a comfort zone with their current position. The question of whether new innovations will affect their position and benefits is still a dilemma. Conversely, the fear of being eliminated from the work is there because some people may feel that they have different abilities and desires. This reluctance and worry without trying to learn the new innovations is a thought that results in apathy and skepticism against progress.

Furthermore, talking about creativity, the task of humans as a creator, i.e. to boost ideas towards technological progress along with dynamic civilizations. Creativity in self-development through enhancing skills and learning to adapt to the new environment become a learning process for self-improvement.

It is human mindset that moves, encourages or becomes the basis of someone's action. If we want others to do something we expect or want, then it is their mindset that must be influenced. Carol S. Dweck (2008), in her book entitled "Change Your Mindset - Change Your Life", said that basically there are two types of human mindset, a fixed mindset and a developing mindset. [1]

The ongoing innovation process gives birth to a method that has impacts on improvement, improvement of quality of education, and takes place as a new tool or way of solving problems in human education activities in various fields. Talking about innovation decision process, Sa'ud says that innovation is a process that is passed (experienced) by individuals (decision-making units), starting from the stage of knowing the information about innovation, then the decision to be agreed on the innovation, the determination of whether or not the innovation is accepted, the implementation of innovation and confirmation of the innovation's decision that can be taken.

Responding to the advancement of digital technology, multiplatform media industry improve themselves to be able to conduct a convergence business model or integrated system to address challenges of the media industry in the millennium era. In connection with the media convergence conducted by businessmen and stakeholders in the media work mechanism, journalists are demanded to be multitasking. Multitasking journalists for news hunters are not only supplying information, but also becoming a means of self-development to answer the challenges of professionalism towards technological advances.

Regarding the development of technology and the globalization of information to meet the needs of the society, we are faced with the challenges of information technology. Indonesian government is committed to encouraging the development of Indonesia's mass media by upholding the values of democracy and information disclosure. Trend of media consumption pattern in Indonesia tends to shift to digital media, so that printed media are required to be more creative in packing the content through innovative and inspiring writing works.

As time goes by, many parties take benefits of information dissemination by massive media, as a result of the new era of communication that triggered the emersion of new media. Nowadays, digital map of Indonesia is developing rapidly so it is potential to become a hotbed of digital creativity. The digital revolution has changed the way mass media convey information to audiences and encourage a technological revolution that gave birth to a number of changes, accompanied by the presence of a variety of devices for reading, listening, watching news from cellphones and tablets through an internet connection.

The growth of multitasking media has become a demand of the multitasking journalist profession that has become popular, the media crew has started to equip themselves with various skills related to the technology of sending news content along with images that strengthen news presentation to the public. Convergence journalists must be able to anticipate news development by taking into account the journalistic method which includes elements of speed and ability to process news sharpness with accurate and correct event data accuracy. With the convergence system, the media crews in Media Group are collaborated into one integrated and centralized newsroom.

A. Media Strategy

Media strategy is an action plan that helps businesses reach target audience and increase the attractiveness of market niche in an effective way. The purpose of the media strategy depends on what the company wants to achieve. Media planning is part of media strategy. Media planning is a process of preparing a scheduling plan that shows the time and space for advertising to reach marketing goals. Media planning must be in accordance with marketing strategies and other aspects related to advertising strategies. On the other hand, media strategy defines media objectives, the basis of media planning, and the percentage of target audience exposed.

According to Waller (2007), media strategy is a strategy used through the media to influence public thoughts and opinions. [2] Media strategy is closely related to public diplomacy. Public diplomacy is a diplomacy that was first

introduced in 1965. International actor Cull (2008), at that time attempted to fulfill national interests by taking the public sphere to attract empathy and change attitudes of government, organizations, groups and individuals. [3] This strategy does not cost much because, currently, the spread of news and threats from one party can be spread widely through any media.

As a part of media planning process, media strategy requires preparation, planning, scheduling that shows how time, and space for advertising to achieve marketing goals. Media strategies need to be developed from more general media strategies. The media strategy itself consists of four interrelated activities, including:

1. Selecting Audience
2. Specifying media objectives
3. Selecting media categories and facilities
4. Buying media

In the strategy implementation media uses mass media channels, namely:

1. Above the line Media

In one broadcast or publishing, mass communication media can reach a wide range of public very simultaneously in a short and concurrent time. The content of the broadcast and publishing are varied, in the form of electronic and print media.

2. Below the line Media

Communication media that has limited reach and quantity in reaching the public or target groups, and it is not always done in short and concurrent time.

3. Media through the line

A type of mass communication media where the public is faced with exposure, live broadcasts or broadcasts on the highway, in public transport or terminals, and exhibition halls, such as; posters, billboards, neon sign, videotron, and others.

In order to achieve media strategy, several components need to be considered, including:

1. Target market identification

The demographics of the target audience must be considered. The more we know about the target market, the more effective the overall marketing strategy will be.

2. One thing to keep in mind during the strategy process is the overall marketing goals and objectives.

3. Media strategy covers consideration of the marketing budget. Without budgeting, a media might only spend thousands of dollars on problems without seeing a clear solution. However, budgeting encourages you to think through every possible tactic and become more creative in solving problems, as well as pressing or managing expense, or even spending money you don't have.

4. The most effective result of media strategy is a strategy that develops over time. When a company launches a strategy that does not have expected results, the company can learn where the strategy went from and correct the next launch. This is why measuring result is important so that the provision of

valuable data can be implemented into the media strategy in the future.

In implementing the strategy, it is necessary to consider the steps that must be taken by a media in

designing the media itself. The steps are:

1. Selecting the target audience

One of media strategy is to choose the target audience. Failure to determine the audience will cost on loss of exposure. The four main factors used to segment the target audience in media strategy are: 1) Geographical, 2) Demographic, 3) Use of products. Information about product use, if any, usually provides the most meaningful basis for segmenting target audience.

2. Determine the purpose of the media

Determine specific objectives as the basis for media planning: range, frequency, weight, quantity and cost. Media planners must be able to address the following questions: 1) how many target audiences that must see, read, hear advertisement messages for a certain period 2) Should the target audience be faced with quite long duration of advertisements, 3) how many advertisements, in total, needed for a certain period to fulfill reach and frequency goals, 4) should the advertising budget be allocated all the time?, 5) what is the cheapest way to achieve other goals?

3. Reach

Reach is the percentage of target audience exposed, at least once, by advertising messages for a certain period of time. Reach represents over a four-week period. In general, if a media schedule uses multiple media (non-single media), there will be more people reached. Reach itself is not an adequate goal for media planning because it does not represent how often target customers are faced with advertisement messages. Therefore, the frequency of advertisement exposure must also be considered.

4. Frequency

Frequency is the average time in a four-week period where members of the target audience are exposed to media facilities that is included in particular media scheduling.

5. Weight

Determine how much advertising weight is needed to achieve advertisement goals. Gross Rating Points or GRPs is an indicator of the amount of gross weight, or weight, which can be conveyed by a specific advertising schedule. The term of Gross is the key. The number of GRPs shows gross coverage or duplicated audience exposed to certain advertising schedules compared to previous alternative terms for coverage, namely net coverage or unduplicated audience.

B. Media Convergence Concept

Convergence is a concentration or combination of several types of media (print and electronic) in sending content or messages through computers and the internet. Convergence means the act of meeting or unifying in a place, or concentration of eyes to a very close place. Media is acting as a means of connecting or intermediary in the delivery of

information and entertainment from the sender of information to the recipient of information (communication). Contents combined between text, audio, video are converged on one internet media technology using satellite networks.

Media convergence is the integration or incorporation of existing media directed to one point of destination from the development of digital communication technology that brings efficiency equipped with the existence of telephone, video and data communication in a network (network convergence). It is concluded that media convergence is a phenomenon of the joining of separated various type media, i.e. a printed and an electronic media are merged into one single media.

The format change was triggered by multimedia trends generated by communication technology through the presence of media convergence that gave birth to new media. Media industry players see that their presence in the digital world will develop internet business. Media convergence in Indonesia is originated from the basis of printed newspaper model that is collaborated with the online version. Media convergence itself arises with the development of technology, especially the transition from analog to digital technology. The internet with its various platforms has become a new lifestyle for people. Media convergence is able to combine the three elements of "C" which consists of computing, communication and content. This is an authentic trace of media convergence in Indonesia. In its next development, the collaboration of printed newspapers and online media became popular by including the radio and television medium in the convergence line up. In fact, other modelling that is originated from printed and online magazines also appears.

According to media convergence theory by Flew, Terry. (2002), media convergence consists of three important points, consisting of computing & information technology, communication networks, and digital content. [4] This theory explains that media convergence is closely related to industrial change, where industry becomes more dynamic and dependent on technology. This change can be in the form of changes in information media, changes in the way of communication, changes in printed media and changes in the use of digital media.

Henry Jenkins (2006) defines media convergence as a flow of content on several media platforms, industrial collaboration with media and media migration activities. This phenomenon occurs due to the emergence of new digital and media technologies. [5]

Grand and Wilkinson (2009) argue that media convergence has a large influence from two types of technology, namely digital technology and computer networks. [6] Technology convergence itself occurs due to the shift from analog to digital technology.

Talking about the root of media convergence, according to "Convergence Continuum" by Dailey, Demo, and Spillman (2003) explains that the convergence continuum model has five stages in the process, namely:

1. Cross-promotion

This means cooperation between two media to respectively give space to introduce media content to each other.

2. Cloning

It is done when media content is reproduced to be published in the other media, which means that one media displays news content from other media's newsrooms as it is without change.

3. Coopetition

This is the stage when converged media entities work together and compete at the same time.

4. Content Sharing

This is when two different media share content in the form of repackaging or even share budgeting. Media convergence, in this stage, is mostly carried out by media under one ownership.

5. Full Convergence

This is when different media work together in full, both in terms of the collection, production and distribution of content, and aims to maximize the unique characteristics of each media to deliver content. In the full convergence stage, the media work together to produce content and topics collaboratively by utilizing the power of their respective media platforms. The full convergence stage is rarely found in various media groups. [7]

Industrial convergence, which now seems to be stretching is the result of integration of new and traditional industries. Industrial convergence was first applied in media industry, which successfully collaborated telecommunications, broadcasting and publishing sectors in one industry based on digital technology. Business in Indonesia has been implementing convergence since 2009 where the convergence model is built in multiplatform, multichannel, and multimedia manners. The benefits of convergence practice certainly add value to the audience and expand the audience of newspaper products.

Media convergence, in any form and scale, is a strategic choice that must be taken by media companies in Indonesia if they want to expand their market (readers and advertisers) in the future. There are at least two important reasons to explain this; 1) because of the inevitability of the technology and telecommunication devices that were present in front of us, 2) because of the culture change of the audience.

The success of gaining greater market share for the practice of media convergence is largely determined by factors (innovation) content and leadership. In the midst of the luxury of information technology, press management must continue to adhere to the journalism code of ethics for the sake of public interest. Regarding the convergence, Rich Gordon (2003) in his book "The Meaning of Convergence", divides convergence into five dimensions or levels:

1. Ownership convergence

This convergence refers to the ownership of large media companies for several types of media.

2. Tactical convergence

This convergence is a form of trick or method of collaboration by cross-promotion and exchange of information obtained from converging or collaborating media.

3. Structural convergence

This requires media to redesign the division of labor and organizational structure as a part of convergence.

4. Information gathering convergence

Convergence journalists refers to backpack journalists or journalists who have skills to work in more than one type of media where they are expected to be able to collect data, and process and present data on various platforms.

5. Storytelling convergence

This requires journalists' skills in packing news according to relevant market segments, equipped with photos, videos and graphics. [8]

In line with the development of the media industry trend, media convergence is driven by the development of technological speed that can increase regulatory flexibility and profit targets. Maximizing profit is the basic foundation in industrial convergence as technological innovation will lead to profit increase. This technological innovation forms the mass communication industry which results in creating wider economic coverage. Creating a business model that benefits the media industry will stimulate integrated development in the media business as an industry.

C. Mindset Innovation Concept

Mindset is considered as a paradigm or habit of thinking. Habit is an activity that is done repeatedly so that it automatically happens. Mindset is initially shaped by education or nurture instilled in the minds of the human being. Quoting Adi W. Gunawan (2007), a mindset consists of two words: mind and set. The word "mind" means "the source of mind and memory; the center of consciousness that produces thoughts, feelings, ideas, and perceptions, and stores knowledge and memory". The word "Set" means "prioritizing an increase in ability in an activity, a state of being intact or solid". [9]

Mindset is belief or set of beliefs, or a way of thinking to reach a level of belief so that it can influence a person's behavior and attitudes. The mindset is formed by what goes into us for years. In other words, the mindset is a belief that can influence a person's attitude, mental attitude or character, ways of thinking that determine behavior and perspective, attitudes, perspective towards a situation and future thinking. Mindset is very important because it has a role in determining the journey of human life.

For businessmen, the mindset is needed to produce or find new innovations which then to be applied to the development and progress of the company, known as the innovation mindset. Innovation mindset brings forth to innovative thinking that emphasizes the importance of developing and applying technology to monitor the development of external conditions to identify the latest opportunities, methods and techniques to produce high-value products and services in the eyes of consumers.

According to Lahiri, et al (2008) an important attribute in innovation mindset is to follow the development of technology in the field of industry, respond to technological developments quickly, appreciate new business ideas and

models, be able to identify new sources of ideas inside and outside the company, develop products/services, put forward next practice versus best practice. {10}

Govindarajan and Srinivas (2011) stated that a company could build employees' innovation mindset by building an environment that encourages them to think different, act different, and achieve extraordinary success. In the development of the implementation of innovation mindset, a supportive organizational environment is needed. Explanation of different ways of thinking (think different) narrows down numerous and spreading ideas that provide valuable opportunities to evaluate: if we want to pursue this - is it suitable for our purposes?; Can we run it - is it in line with our core competencies?; If it works best, will the benefits be valuable?; Are there risks that cannot be recovered if something goes wrong? There should be courage to seize opportunities in meeting these criteria, therefore, the mechanism for collecting funds and resource. Furthermore, act different raises awareness and creates a climate of resources through a valued process.

The next challenge is to achieve the right balance between getting optimum result of this opportunity and keeping what have been done remain good. It is important to realize that taking advantage of opportunities is only the small initial steps that need to be maintained in order to be big and strong. Seeing innovation as a real experiment, the innovation planning process needs to be focused on learning. If the innovation has been stable, it needs to be encouraged by expanding the range so that the results of the development achieve the target.

D. Research Questions

1. How does Media Group's management strategy prepare and improve competencies of Media Group members' (Metro TV, Medcom.id, Metro TV) journalists to work according to its convergence system?

2. How does Media Group management overcome the constraints found and occur when multimedia journalists implement a convergence system in the newsroom?

II. METHODS

The paradigm of this study is qualitative research. Descriptive research is a research based on the objectives and objects. The author chooses to conduct descriptive research because the need of describing data or symptoms obtained in detail during the study. The research method used is case study. According to Yin (2011), case study is an empirical investigation towards contemporary phenomena in real life contexts, especially when the boundary between phenomena and context is not very clear. [12] The case study in this study is to investigate Media Group's strategy to change the mindset of the journalists to be multitasking in the convergence era (Case Study: Metro TV, Medcom.id, Media Indonesia)". The research object examined by the author is related to "Media Group Strategy to Change the Mindset of Journalists with Multitasking Ability in Media Convergence Era", which are Media Group objects from three multiplatform media directly involved in activities in the newsroom. To find out the results, researchers used three data collection techniques, namely in-depth interviewing, participant observation and document. Next, researchers use interactive model data analysis techniques. Data source triangulation technique is used to check the validity of data validity by comparing the results of

interviews from each source as a comparison to check the validity of obtained information.

III. RESULT

Media Group Management Strategy Increases Journalists' Competency. In the context of company, the term efficiency is one of which requires multitasking. The strategy is started by building a synergical work among platforms, human resources preparation, adjustment of supporting equipment systems, and sharpening journalists' skills and experience for multiplatform. According to Usman Kansong, head of the convergence team, long before convergence was echoed in the past few years in the midst of the digital era, Media Group had been carrying out a convergence system since the 2000s with the establishment of Metro TV. The convergence system was implemented by presenting Bedah Editorial program on Metro TV in every morning, in which the editor-in-chief was responsible to review Media Indonesia's today headlines to attract the attention of viewers and interested readers to buy MI newspapers. Through the program, editors of Metro TV and Media Indonesia collaborate to share information about daily trending topics in which they might change the topics depending on actual events were happening. Likewise, the synergy of Metro TV and Media Indonesia bureaus are merged or multitasked for the sake of news hunting, ranging from correspondents to contributors spread across various potential news points. Both media platforms exchange information as outlined in accordance with media characteristics.

Newsroom is used a news control center where there are coverage coordinator, regional coordinator, camera person coordinator, program producer, and editor. With the convergence system, with all information from the Metro TV coverage team, Media Group media platforms can publish news information needed by the public quickly and accurately because of cross-media system integration; online media, print media, and streaming. Usman Kansong and Asep Setiawan share the same opinion, says, "My concept, as the head of the convergence team, is that structurally there is only one news director of all existing media groups. Currently we have three news directors namely Media Indonesia news director, Metro TV and Medcom.Id. The concern about this media convergence is precisely the loss or trimming of certain positions because there should not be two commanders in the superdesk newsroom, there should be only one instead. Up until now we are still not ready to run the superdesk newsroom system because there is ego. Besides, the design of our newsroom is still not as we expected".

Convergence documents have been around for a long time and the mechanism has been running, although we were still synergizing two media platforms. Asep Setiawan, General Manager of Metro TV's Content Knowledge Management admitted that in Media Group itself, before 2012, the system had run. The reporting team provided information between the existing media platforms. "The Media Group has carried out a convergence strategy that I understood since 2012 under Usman Kansong. We do conceptual planning, in essence there is a desire from Media Group to converge to respond to the development of the digital era", Asep said. Furthermore, the concept of convergence is said to be business efficiency and resource efficiency through multiplatform products. Efficiency of human resources is expected to increase revenue

because the management separates business cost for all activities to measure cost production, operational costs per business unit, therefore the business unit must generate revenue according to the target audience. Efforts to change the mindset of journalists who are members of the Media Group are providing an understanding of the development and challenges of the times, progress and ease of technology, effectiveness and work efficiency.

Based on the results of research conducted by convergence teams from various countries regarding convergence models, there should be changes ranging from the layout of the office, the newrom design, the organizational layout to the mechanism of action. Technically, in a newsroom led by a news director, and under the news director, there is a merge between the fields of economics, politics, law, archipelago, city, culture, all of which will be held by the head of the desk who will supervise in one of these fields. Likewise the mechanism for bureaus, stations and representatives in the regions will be put together.

The convergence strategy in Media Group is done by uniting newsrooms so that the three media platforms are merged in one organization and one editorial management. In response to the convergence system in Media Group, it is decided tha Metro TV plays role as its television media, Media Indonesia as its print media and Medcom.Id as its digital media platform. So the strategy has been codified in a conceptual document that unites all of them. However, convergence in Media Group is still in the process of refinement because only seventy percent has been running. It still does not fit the five dimensions of the concept of convergence, namely; ownership convergence, tactical convergence, structural convergence, information convergence and stelling convergence. Among the dimensions that are not yet appropriate, it can be seen that the structural convergence still cannot be implemented with the concern of the occurrence of job cuts at level and middle level, considering the concept of superdesk newsroom that there is only one news director who oversees all mechanisms and working methods of the editor who is the news commander. So even at the middle level, it will be filled by the head of the desk responsible for their respective coverage.

From the perspective of technology, the most important thing is that in the distribution era ist that adjustments should be put into account to be able to survive and be a market leader. The awareness of the digital era must start now, and in the end, digital media will be viewed and enjoyed by digital lecturers. According to Abdul Kohar, Editor in Chief of Medcom and Deputy Editor in Chief of Metro TV, another strategy needs to be carried out to answer the challenges. In the technology strategy to answer the digital era, Media Group created a new media platform, Medcom.Id as its digital media. To be underlined in this distribution era is to adjust the era of digitalization, "Media Group put Medcom.Id as its leader. But television can still be an attraction if it can converge with online media. Television programs can be included in live streaming and Metro TV program news can be seen on Medcom channels. Digital lecturers like surprising innovations, where advertisements in online media are also open, political issues can also be presented at Medcom by repackage the information to be digital-friendly with parody style, humor criticism images. With digital television news,

television does not lose its audience because viewers will only switch to watching Medcom through available channels."

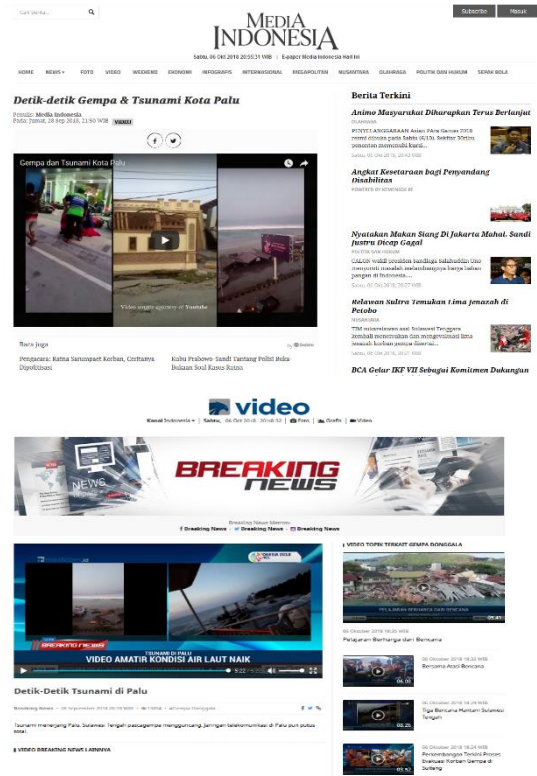


Figure 1. Example of News

The synergy of Media Indonesia, Metro TV dan Medcom.Id Platforms

The presence of development and improvement of journalists' competencies. Development of journalists' competency in accordance with the actual convergence system has started on the early stage, at the beginning of a career, through the Journalist Development Program (JDP). In implementing digitalization in the era of media convergence, Media Group conducts management strategies where there are integrated multimedia skills, both TV (Metro TV), print (Media Indonesia), and online (Medcom.id). According to Saur Hutabarat, Chairman of the Media Group Advisory Board, said that there is culture built in Media Group, not only rotation of the reporting assignment, but also intermedia mutations. For example, Desi Fitriani was transferred from a print journalist (Lampung Post and Media Indonesia) to become a TV journalist (Metro TV). At the top management level, it was also carried out at the editorial level. For example, Usman Kansong was previously a Current Affair Manager at Metro TV, then became Head of Media Indonesia News Division, and now as a Director of Media Indonesia News. On the contrary, Abdul Kohar, from the position as Head of the Media Indonesia News Division, was transferred to Deputy Editor in Chief of Metro TV, and now as an Editor in Chief of Medcom.id). By providing an understanding of the development and challenges of the times, progress and ease of technology, work effectiveness and efficiency could be achieved.

In an effort to prepare and improve journalists' competencies, Media Group management has conducted training for journalists who are expected to compete fairly,

both inside and outside the company when carrying out their duties in presenting actual information immediately and accurately. By training, Media Group journalists are not only fixated on carrying out their basic tasks, but also can contribute to other platforms across the media. Training for journalists is done by:

A. In house training, by increasing the competence of journalists to work multiplatform, for example; Metro TV journalists in addition to reporting for television, are also asked to make vlogs, videos that self-reports the results of a shorter duration for broadcast on digital media platforms (Medcom). Besides making videos, they are also given the opportunity to write digital friendly news. Digital friendly means that the journalists can write quickly and provide strike information to the point (not long-winded) with clear information. Medcom practices writing language from Media Indonesia, which is considered by experts is able to write news with standard and correct language, considering that there are currently many language methods being violated. Medcom also provides a good language reference in providing information. Even though portals often use slang language, Medcom wants to write the news using casual language methods but still curated or not wild. In maintaining standardization of good language, we take the trainers from senior personnels of Media Indonesia. Besides, the journalists are given video training, news writing, taking photos so that they could be multitalent journalists. Convergence journalist training in Media Group has been conducted for five generations. Convergence is done through a synergy between in-house training and practice to coverage newa at the field. The journalists surely have set the standard of technology to use, such as requirement to use HD standard camera as Metro TV uses HD devices from the source to the output. Even friends from Medcom have standard android phones with HD cameras that can be used to record HD quality video and skype when needed. In addition, Medcom also has a camera for special coverage, but only ha few, as they are not used every day. When there is a lot more coverage, Medcom can borrow cameras from Metro TV Camstore. In the classroom, prospective reporters who come from various disciplines are given the basics of journalism that they must understand as an effort to make a standard of their abilities. After the education period, Metro TV journalists are directly assigned with reporting as television journalists usually do. Each reporter is given guidance and supervision directly from one EP to the Manager. This condition makes a reporter feel that there is a mentor who guides them until they become mature journalists.

B. The training was also given externally by involv ing journalists from Metro TV, Media Indonesia, Medcom to take part in training held by Google, Facebook.

Training work with reporters and cameramen is a fundamental effort to change the mindset. The exchange of ideas in the newsroom regarding the perspectives and angles of coverage, clearly opened and enriched the horizons of journalists at the same time, including presenters who appear on the screen. It is also necessary to underline the advancement of information technology that facilitates changes in the mind set of journalists. In the past, like other TVs, MetroTV used to use huge cameras which the capturing quality met the broadcast requirements. With this kind of technology, camera person is a journalist with special competence, whose special tasks also deal with images. Their

partner is a reporter with special competencies as well. Now, with the advancement of smart phones, equipped by the sophistication of cameras with video results that are broadcast worthy, the two walls of competency are practically irrelevant. In fact, technological progress makes it easy to change mindset, because it seems that anyone can take good quality pictures. The phenomenon of expanding selfies with images that meet the standards would be a another proof of the increasingly thin and professional amateur camera-phones.

Besides that, in the implementation of convergence in Media Group empower all employees and dispose units that are no longer competent or no longer productive. Convergence in Media Group management creates employees who are multitasking and multiskills. In addition, to improve the ability of their journalists, Media group also provides an opportunity for selected journalists to attend short advanced journalism courses held by several institutions.

Media group management has a system that is adequate to improve journalists' competencies. This process starts from the recruitment stage, then accepted journalist candidates will on Metro TV through the classroom learning phase for a certain period of time. Convergence work mechanism on Metro TV takes place naturally. The point is that journalists on Metro TV, Medcom and the Media Indonesia understand their duties well without being forced to do so. This condition has been going on for the past year. Metro TV journalists who do indirect coverage cover three platforms at once. Likewise, Medcom journalists also supply news for other platform media and if it exceeds the standard the number of news produced every day will be given incentives. Furthermore, the excess competencies produced by the relevant journalists are accumulated to increase their grade later. Media synergy at the field to cooperate with each other was also done by Media Indonesia journalists. They do not mind supplying news for other platforms, especially when asked for live streaming as they are happy to be able to broadcast on television media. Furthermore, from the synergies that occur in the field coverage, their content can be accessed by producers of Medcom.id, and Media Indonesia media if necessary.

In the practice, to strengthen the working mechanism for the editors has been carried out through the establishment of KORGAPLIP (joint coordinator of coverage) of media platforms that has been incorporated and coordinated for the reporting team. Then. joint coverage is formed along with coverage joint coordinator WhatsApp group to facilitate coordination between media platforms, such as; when there is no Metro TV reporters on site, the coordinator could ask Medcom and Media Indonesia journalists to supply news for Metro TV, and vice versa. However, editors and producers are still needed in the making of the news so that information will be quickly conveyed through online media and television owned by Media Group. The system then will be prepared in a pooling newsroom. At last, Metro TV journalists are used to both work as a team and indivually as a Video Journalist (VJ) where they are required to be able to use reporting equipments on their own, without being accompanied by campers, in any condition or situation. It now even easier to carry on a live report by using Aviwest mobile or skype devices on smartphones. This condition forces a journalist to understand how to write scripts effectively, live good reports, shoot angles and operate cameras. Likewise, other reporting teams,

including contributors in the united regions, work for the Media Group newsroom.

The monitoring the ongoing convergence system in Media Group is carried out by the Editorial Board, a board that spawn and oversees the editorial policy. All top management in the editorial board (Metro TV, Media Indonesia, Lampung Post, Medcom.id) sit on the Editorial Board. So, in term of redactional politics, they will speak the same things. As an impact, the mechanism of work in the newsroom is adjusted to the needs, and it can be accustomed according to changes. The Editor in Chief of each media has autonomous authority.

Convergence System Constraints. The basic value of convergence is business efficiency where human resources and products are made multiplatform. With this efficiency, it is expected that the company's revenue will increase by hiring not so many personnels or even as many as the existing. In Media Group, the cost of business is made separately. Efficiency is also seen as a dilemma for employees who are required to be multitasking. On the other hand, the personnels are questioning about incentives or bonuses due to efficiency carried out by the company. However, the management sees the obstacles as part of the learning process. The transformation from 'old' journalists to become 'new' journalists (multimedia) is not easy. There is a need of learning capacity that requires willingness to be actively involved in the process to overcome problems.

Convergence constraints in the Media Group currently lie in the organizational structure and the way to change the mindset of journalists from three generations to accept or adjust to new technology. The constraints of organizational structure are still not structured in accordance with the convergence system. It is at the upper levels, where issues could be addressed structurally to simplify the management structure in media convergence. The decision should be made by the director or above. Eventhough the strategy has already existed, the implementation has not been fully conveyed. For problems at the director level, the settlement must be done by the Media Group owner because if convergence goes according to the concept of unifying the organizational structure, then there could be parties who might be disagree. According to Usman Kansong, "In the term of technology, convergence system is not terrible or not a threat to the older generation who have been working for a long time, but their concern is at the loss of position".

Structurally, there is a problem at the lower level where they are questioning incentives for when the journalists work more to supply news to other media in one group, because based on the contract they only work for one company. Constraints in human resources concern at the mindset of journalists. There should be approaches and dialogue or communication with them so that they want to change their mindset to accept convergence. To raise their awareness, dialogues that emphasize in building journalists understanding that their existence will no longer be sustain, and it will be tough to get a better future if they do not want to accept convergence. Awareness that forces workers to change their mindset as demands even though sometimes these demands are not realized. The task of the leadership in an effort to build awareness is to convince the employees that there is a demand of accepting the digital era 4.0 as there are so many companies outthere that have already implemented 4.0. which cause the

distrubtion. The distrubtion eventually become obvious due to shocks happen everywhere. To answer the 4.0 demands, Media Group, since 2017, has been conducting convergence journalists training. The training begins with giving understanding of the world of convergence, starting from the development and challenges of the times, technological advances, technological ease, to work effectiveness and efficiency. Understanding of the world of convergence is also given, similar with multitasking that today is being duplicated everywhere.

Multitasking journalist training needs to be done because the ability to be versatile for journalists is very necessary if they get their own reporting assignments, even under certain conditions they must take pictures, interview, make and edit news. This has been done by a senior conflict journalist of Metro TV Desi Fitriani who has done special conflict reportings from various regions and countries. According to Desi Fitriani, training needs to continue to be socialized, team work must continue to be formed because media convergence also demands their interconnection and news sharing. Metro TV, Media Indonesia, Medcom are collaborated in carrying out daily tasks at the field. In term of multitasking, these journalists must be able to make story builders to a newsroom control center which is currently coordinated through a joint coverage coordinator chaired by Abdul Kohar. Efforts to deal with the constraints of coordination between journalists were handed over to each of their supervisors, but still not fully in line with expectations. The way addressing constraints handed over to their supervisors is still not fully implemented because they still have to work on their daily tasks.

IV. CONCLUSION

Conceptually, convergence documents have been around for a long time and the mechanism has been running based on Media Group willingness to implement convergence in responding the development of digital era. The convergence strategy in Media Group is done by uniting newsrooms so that the three media platforms are in one organization and one editorial management. In response to the convergence system in Media Group, Metro TV is chosen as its television media, Media Indonesia as its print media and Medcom.Id as its digital media platforms. So the strategy has been codified in a conceptual document that has united all of them. However, the convergence in Media Group is still in the process of being refined because it is only 70% working. It is still not in accordance with the five dimensions of the concept. one news director who oversees all mechanisms and ways of working the editor.

In the strategy of the field of technology, to cope with the digital era, Media Group created a new media platform, Medcom.Id as its digital media. Media Group puts Medcom.Id as its leader. In an effort to prepare and improve the competence of journalists since 2017, Media Group management has conducted training for journalists through in-house training and external training. The training is known as convergence journalist training. The training begins with giving understanding of the convergence, starting from the development and challenges of the times, technological advances, technological ease, to work effectiveness and efficiency. Understanding of the world of convergence is also

given, similar with multitasking that today is being duplicated everywhere.

Constraints in implementing this convergence system were also faced by the management. However, the management sees the obstacles as part of the learning process. The transformation from 'old' journalists to become 'new' journalists (multimedia) is not easy. There is a need for learning capacity, which requires willingness to be involved in the process of overcoming obstacles. Convergence constraints in the Media Group currently lie in the organizational structure and the way to change the mindset of journalists from three generations to accept or adjust to new technology. The constraints of organizational structure are still not structured in accordance with the convergence system. The Media Group Editorial Board become a board that spawned and supervised the editorial policy. All top management in the editorial board (Metro TV, Media Indonesia, Lampung Post, Medcom.id) sit on the Editorial Board. So, in term of redactional politics, they will speak the same things. As an impact, the mechanism of work in the newsroom is adjusted to the needs, and it can be accustomed according to changes. The Editor in Chief of each media has autonomous authority.

As a suggestion for managerial implications, when journalists are recruited, there should be an agreement made between the company and the journalists to assign them as multi-platform journalist, multi-platform producer, multi-platform management so it will help the company run a convergence culture. It is the duty of these high-ranking officials to make decisions, and the decision will result in one leader position. Consequently, the director's position can no longer exist. Media convergence requires organizational convergence, business model convergence and a simplified management structure convergence. In addition, for journalists who work multitasking, it is necessary to do grading or multilevel assessment. This grading is necessary to determine the structure of the journalist, for example; 1) grade A: those who can master multimedia can use and make news for Metro TV, Medcom and Media Indonesia, 2) grade B: those who can use and write for two media: Medcom and Metro TV, 3) grade C: those who only made news on one

media, from three media in Media Group. Another solution, when employees who work mutually productivity demand salary increases, management must be able to explain that the incentives are not necessarily in form of money, but can also in form of rewards, such as; assignments abroad, going to Hajj and others, depending on the ability of the company.

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